

EXHIBIT O

1 UNITED STATES DEPARTMENT OF JUSTICE

2 ----- X

3 :

4 IN THE MATTER OF: : Civil

5 : Investigative

6 JETBLUE/SPIRIT INVESTIGATION : Demand 31283

7 :

8 ----- X

9 Washington, D.C.

10 Thursday, January 13, 2023

11 Videotaped deposition of JOHN PATRICK

12 KIRBY, called for examination by counsel for United

13 States Department of Justice in the above-entitled

14 matter, pursuant to Civil Investigative Demand, the

15 witness being duly sworn by MARY GRACE CASTLEBERRY, a

16 Notary Public in and for the District of Columbia,

17 taken at the offices of United States Department of

18 Justice, 450 Fifth Street, N.W., Washington, D.C., at

19 9:07 a.m., Thursday, January 13, 2023, and the

20 proceedings being taken down by Stenotype by MARY

21 GRACE CASTLEBERRY, RPR, and transcribed under her

22 direction.

1 accomplished our goal of continuing to add new
2 destinations out west, but also allowed us to
3 continue growing Las Vegas, which was also something
4 that was part of our long-term strategy.

5 Q. Okay.

6 A. So that's some of the things we do look
7 for. We look at competition certainly, so who's in
8 the market. We look at how much capacity's in the
9 market. So again, we look at those fares, so we want
10 to make sure that we feel we can stimulate. And then
11 we obviously run financial -- we use our financial
12 model, which I would tell you is very rudimentary,
13 but we look at what is our forecasted revenue
14 passengers in margin performance both in year one and
15 then the steady-state as well. So we look at those
16 types of things.

17 And then we keep a list of opportunities,
18 because the environment is very fluid, very dynamic
19 and what may be an opportunity today may not be -- or
20 there may be an opportunity that's new that you maybe
21 shift your plans to because it may be -- it may be a
22 fleeting opportunity.